

OTR-1054

25 NOV 1974

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Results of the OTR Management Conference  
Held at the [REDACTED]  
6-8 November

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1. Senior officers of the Office of Training participated in a Management Conference at the [REDACTED] which began on the evening of the 6th of November and extended through 8 November 1974. The agenda was broad and designed to examine OTR's near and long-range future. (See attached agenda.) Specifically, we looked at OTR's planning system, tried to identify some of the impacts which will affect OTR and its activities in the future, examined some questions of administration and training which needed attention, looked at our personnel picture and what is required in the future, and reexamined the organization of OTR to determine if it is an effective instrument for conducting our business.

2. In the planning area, it was generally conceded that OTR does not have a long-range instrument for evaluating those factors which will influence its mission, organization and personnel in the future. As a result of this discussion, I commissioned [REDACTED] to establish a model of the factors which impinge and affect OTR activities. From this, we should be able to ascertain what directions we should go in the future and how to organize ourselves for any redirected mission. In the shorter range, we felt that OTR officers did not have a clear perception of the planning process of which we are a part, namely, program calls, budgets, resource packages, MBO, etc. We felt that we were not adequately prepared to respond properly to these requirements. We decided to look at the planning system in its entirety and try to develop means whereby the individual Unit Chiefs can plan their inputs into the various planning processes. In the area of Management By Objectives, we felt that while our objectives were strong, they needed redefinition and perhaps be made more comprehensive to include more of the operational activities of the Office of Training. As a result of this discussion, we plan to have a meeting of Unit Chiefs in the first week of December to reexamine and perhaps to redefine OTR objectives.

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3. After a discussion of the effectiveness and future of the Word Processing Center, we explored the possibility of establishing a Telephone Central in OTR and, perhaps, Administrative Centers from which secretaries and training assistants can operate more effectively. We plan to prepare a study which should be ready by 15 May.

4. A number of lesser problems were discussed having to do with current operations, and resolutions to these problems were either determined or made the subject of further study. An example of such a question is the inadequate communications between the Chamber of Commerce building and the [redacted] Land-line communications are poor. [redacted] was assigned the responsibility to check out the feasibility of a secure communications system of high quality between Chamber of Commerce and the [redacted] STAT

5. I believe one of the major values of the conference was that it provided senior personnel of OTR the opportunity to raise questions among their peers which often do not get handled or treated in the normal office contacts at Headquarters, and the opportunity for free exchange of ideas about the subjects raised. All of the group were enthusiastic about the conference and feel that it should be a regular part of OTR's planning and self-evaluation in the future. STAT

[redacted]  
Alfonso Rodriguez  
Director of Training

Att

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OTR/PDS/[redacted] 5/15,16 (22 Nov 74)